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**MS-831: Jack, Joseph and Morton Mandel Foundation Records, 1980–2008.**

Series C: Council for Initiatives in Jewish Education (CIJE). 1988–2003.

Subseries 1: Meetings, 1990–1998.

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Steering committee. Minutes and assignments,  
July 1991-September 1991.

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### III. Plans for Scheduled Meetings

#### A. Jerusalem Seminar

The preliminary papers for the meeting will be faxed to SE and VFL for distribution to participants in the U.S. It was agreed that Barry Chazen will be invited to the entire meeting, but asked especially to participate in discussions on lead communities and best practice. It was suggested that David Resnick represent JESNA at the meetings.

It was reported that SHH and AH had discussed a series of questions regarding lead communities and that their current concepts are very similar. It will be important to consider the scope of the effort (how much can be done) in Jerusalem. It was noted that this will depend on the availability of financial and human resources. SHH will talk with Ukeles in Jerusalem about the potential costs associated with lead communities, a realistic expectation for community backing, and what it will take for us to agree that a community has progressed.

The issue of how to allot time during the Jerusalem meetings was deferred. It was agreed that decisions must be made regarding lead communities, best practice, and research. It was further agreed that determinations about how to spend the time may best be made as the meetings progress.

It was noted that little is being done to advance the development of community leadership. Mark Gurvis is preparing an outline of issues for consideration. This will be discussed in Jerusalem.

Assignment

SHH will arrive in Israel early on Friday, July 12. SF will fax his advice on the value of SHH participation in meetings on the 12th no later than July 10.

#### B. Senior Policy Advisor and Board Meetings

It was noted that an outcome of the July seminar in Jerusalem will be materials to share with senior policy advisors prior to their August 18 meeting.

Assignment

It was agreed that SE and SHH will draft a list of items for discussion with "campers" in advance of the board meeting.

Assignment

It was suggested that a preplan meeting be scheduled prior to the August 18 senior policy advisors meeting. No decision was made.

### IV. Status of Proposals and Funded Projects

It was reported that the JTS proposal is now in final form and has been sent to the MAF. The Yeshiva University proposal is in preliminary draft form and should be ready later in July.



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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR VFL DATE 7/8/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Fax advice on the value of SHH participation in meetings on July 12 in Israel.		SF	7/3/91	7/10/91	
2.	Send SHH a list of suggested members of a training oversight committee.		SF	3/20/91	7/15/91	
3.	With AH, fax to VFL a list of whom they wish to see while in Cleveland.		SF	7/3/91	7/31/91	
4.	Contact the following board members as follow up to April 9 meeting and send brief report to VFL:  a. Charles Bronfman - with SHH b. David Hirschhorn c. Isadore Twersky - done		SF	4/11/91	8/29/91	
5.	Contact Florence Melton regarding foundation support for CIJE.		SF	2/11/91	8/30/91	
6.	Invite Rabbi Twersky to prepare an an op ed piece.		SF	10/30/90	TBD	





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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR VFL

DATE 7/8/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Send preliminary papers for July meetings to SE and SHH.		AH	6/4/91	7/8/91	
2.	With SF, fax to VFL a list of whom they wish to see while in Cleveland.		AH	7/3/91	7/31/91	
3.	Contact the following board members as follow up to April 9 meeting and send brief report to VFL:  a. Matthew Maryles b. Ludwig Jesselson c. Norman Lamm - done d. Esther Leah Ritz - done e. Ismar Schorsch - done		AH	4/11/91	8/29/91	



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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR

VFL

DATE 7/8/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
	<u>IMMEDIATE ACTION</u>					
1.	Talk to Jon Woocher about consultants to work on benefits package.		SHH	3/20/91	7/15/91	
2.	Arrange to meet with SF and Charles Bronfman in late August.		SHH	6/4/91	7/15/91	
3.	Work with Rabbi Fishman on focusing the Torah Umesorah proposal.		SHH	5/16/91	7/15/91	
4.	Contact the following board members as follow up to April 9 meeting and send brief report to VFL:  a. Charles Bronfman - with SF b. Irwin Field c. Max Fisher d. Norman Lipoff e. Mark Lainer f. Bennett Yanowitz		SHH	4/11/91	7/15/91	
5.	Invite Rachel Cowan and Eli Evans to serve on the CIJE board.		SHH	6/6/91	7/15/91	
6.	With SE, invite Richard Scheuer to serve on the CIJE board.		SHH	6/6/91	7/15/91	
7.	Talk with Eli Evans about CIJE funding.		SHH	6/6/91	7/15/91	
8.	Arrange to place on the GA agenda a meeting of communities involved in CJF Jewish Continuity Commission, conducted by CIJE.		SHH	6/6/91	7/15/91	
9.	Discuss David Harmon's interest in CIJE with SF and AH when in Israel.		SHH	7/3/91	7/20/91	
10.	With SE, draft a list of items for discussion with campers in advance of CIJE board meeting.		SHH	7/3/91	7/22/91	
11.	Consider scheduling a preplan meeting prior to 8/18 senior policy advisors meeting.		SHH	7/3/91	7/22/91	

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NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
12.	Talk with new Koret Foundation director about CIJE funding.		SHH	6/6/91	7/31/91	
13.	Follow up with Sid Clearfield regarding advisor from organization of national youth directors.		SHH	2/11/91	7/15/91	
14.	With SE, meet with D. Syme.		SHH	4/11/91	8/30/91	
15.	Recruit a chief professional officer. <u>AS TIME PERMITS</u>		SHH	8/7/90	9/1/91	
16.	Consider the possibility of engaging David Edell to assist in the CIJE-CEO search process.		SHH	5/8/91	TBD	
17.	Meet with Abramson, Gurvis, Rotman, Shrage, Syme and Woocher to determine how to proceed on community organization side of lead communities.		SHH	4/11/91	TBD	
18.	Follow up with Cummings Foundation.		SHH	8/7/90	TBD	
19.	Consider Heinz Eppler for possible involvement on CIJE or MIG board.		SHH	1/23/91	TBD	
20.	Consider inviting Bud Goldman to serve on the CIJE Board.		SHH	3/8/91	TBD	
21.	Explore informally with Jerry Strober the possibility of paying him a modest stipend for his work for the CIJE.		SHH	12/14/90	TBD	
22.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	TBD	
23.	Work with staff at CJF to set up an office.		SHH	11/28/90	TBD	

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ORIGINATOR VFL DATE 7/8/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Work with SHH on logistics for a CJF-CIJE meeting at the GA.		VFL	6/6/91	10/31/91	







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SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR VFL DATE 7/8/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Invite Bill Berman to serve on the CIJE board.		MLM	6/6/91	7/15/91	
2.	Talk with Mark Lainer about support for CIJE from his family.		MLM	2/27/91	7/15/91	
3.	Talk with Max Fisher about increasing his commitment of support for CIJE.		MLM	5/8/91	7/15/91	
4.	Talk with Bill Berman about his participation in funding for CIJE.		MLM	5/8/91	7/17/91	
5.	Call Lester Crown to request support for the CIJE.		MLM	1/23/91	TBD	
6.	Consider means of upgrading financial capability of foundation staff.		MLM	1/23/91	TBD	



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SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR VFL DATE 7/8/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members as follow up to April 9 meeting and send brief report to VFL:  a. Charles Goodman b. Lester Pollack		AR	4/11/91	7/15/91	





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SUBJECT/OBJECTIVE WOOCHER ASSIGNMENTS

ORIGINATOR VFL

DATE 7/8/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board member as follow up to April 9 meeting and send brief report to VFL:  a. Neil Greenbaum		JW	4/11/91	7/15/91	





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SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR VFL DATE 7/8/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with SF about when to plan meetings with MLM.		HLZ	7/3/91	7/9/91	
2.	Contact the following board members as follow up to April 9 meeting and send brief report to VFL:  a. John Colman - done b. Thomas Hausdorff		HLZ	4/11/91	7/15/91	
3.	Follow up on a proposal for funding from Arnow/Weiler family.		HLZ	4/26/91	7/15/91	
4.	Invite Robert Arnow to serve on the CIJE board.		HLZ	6/6/91	7/15/91	
5.	Talk with MLM about his CIJE assignments.		HLZ	7/3/91	7/15/91	
6.	Arrange a lunch meeting for SF and AH with Jack and Joe Mandel on August 21 or 22.		HLZ	7/3/91	8/5/91	
7.	With MLM, invite Heinz Eppler to serve on the CIJE board.		HLZ	6/6/91	8/15/91	

MINUTES: CIJE STEERING COMMITTEE TELECONFERENCE

DATE OF MEETING: July 26, 1991

DATE MINUTES ISSUED: July 29, 1991

PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,  
Stephen Hoffman, Virginia F. Levi (Sec'y),  
Henry L. Zucker

COPY TO: Morton L. Mandel

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I. The minutes and assignments of July 3 were reviewed.

- A. SHH reported having spoken with Norm Lipoff about the Jewish Agency Education Authority and the need to keep our own leadership better briefed. Lipoff indicated that he will arrange for SHH to serve on the North American panel.
- B. In light of Daniel Syme's apparent lack of interest in CIJE, it was suggested that MLM take an opportunity to inform Alex Schindler that he hopes the Reform movement will find a way to get involved.
- C. SHH will draft a note from MLM to Ludwig Jesselson, telling him about the Yeshiva grant proposal and suggesting that he meet with AH.

II. Recent and Scheduled Meetings

- A. It was agreed that the Jerusalem meetings were extremely productive and that they helped us move forward with the CIJE agenda.
- B. Status of materials for mailing to policy advisors and board members

1. Lead Community Paper

SE had sent a draft to AH and indicated that she would send it to SHH and SF by July 29. Following their quick feedback, SE plans to have it ready for mailing by August 1.

2. Minutes of the Jerusalem Meetings

The minutes will probably not be ready for mailing on August 1. SF will send the current draft to SHH and SE.

3. Best Practice Paper

SF has seen the paper and thinks it is very good for our purposes, but that the language needs to be formalized for distribution. SE will discuss this with Barry Holtz and suggest that he call SF on July 29 to discuss.



4. SE met with Jack Ukeles and agreed on revisions to the training paper. This should be ready for mailing by August 1.
5. It was noted that the paper on research needs serious reworking and will not be ready by August 1. It was suggested that we not plan to present this paper at either of the August meetings. Isa Aron should be encouraged to continue to move quickly, nonetheless. She will be guided in the scope and content of her work by SF, AH, and SE.

C. Senior Policy Advisors Meeting

1. Attendance

We expect the following at the August 18 meeting: Robert Abramson, Jack Bieler, David Dubin (maybe), Josh Elkin, Shulamith Elster, Sylvia Ettenberg, Joshua Fishman, Seymour Fox, Robert Hirt, Annette Hochstein, Steve Hoffman, Barry Holtz, Richard Joel, Sara Lee, Ginny Levi, Daniel Pekarsky, Alvin Schiff, Daniel Syme, Jack Ukeles, Jonathan Woocher. VFL will invite Mark Gurvis to attend.

2. Agenda

It was suggested that the primary topics for the meeting be lead communities and best practice, with brief reports on the status of training and research. SE will prepare a new draft agenda. We will consider breaking into three groups for part of the day to discuss best practice, the content and scope of lead communities, and the participation of national agencies and lead communities.

D. CIJE Board Meeting

1. SE will prepare an outline of topics to cover with campers. The goal will be to bring each board member back into focus on CIJE issues, to review the background materials which will have been sent, and to determine idiosyncratic interests and concerns for which we should be prepared at the meeting.
2. We will mail the same papers to board members as to senior policy advisors. SE will draft a progress report to accompany the papers.

3. Presenters

- a. SE will consider who should make the presentation on lead communities.
- b. We will ask Barry Holtz to make a presentation on best practice.



Assignment

- c. SHH will present training with Ukeles present as a backup.
- d. SF will contact Lee Shulman to see if he is available to attend the meeting. If so, he will be asked to make a presentation on the logic of the lead community approach. If he is not available, SF will consider the possibility of an alternate.

Assignment

- e. VFL will review the notes and determine who should be asked to give a D'Var Torah.

### III. Status of proposals and funded projects

- A. Site visits are planned to JCC Association, Jewish Theological Seminary, and Yeshiva University. Each will be attended by the head of the institution with key faculty and/or staff directly involved with the program. They will be asked to walk through the proposal, reviewing its validity and approach.

- B. Hebrew Union College

SF met with Sara Lee. They are in agreement about the approach to the planning process. Lee will stay in touch with AH throughout the process.

- C. It was agreed that a formal meeting of the three training institutions to compare notes is premature. Informal conversations among the institutions will be encouraged.

- D. Reconstructionist Rabbinical College

On hold.

- E. University of Judaism - Wilstein Institute

Assignment

Jack Ukeles attended the Wilstein Institute conference and reported that Lipset had not made much progress with the CJF data. VFL will remind Lipset that it is time for an update report. If necessary, a letter requesting a report will be drafted to Lipset from MLM.

- F. Ramaz School

Assignment

It was reported that Lookstein has undertaken a planning process, but that there are some areas in which further work is necessary. We may be asked to fund additional planning or to participate in support for implementation. SHH will meet with Lookstein and report.

- G. Torah Umesorah

SE has spoken with Rabbi Fishman and suggested some refinements. It is now up to him to come back to us with a proposal.

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NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Send draft of minutes of the Jerusalem meetings to SHH and SE.		SF	7/26/91	7/31/91	
2.	Contact Lee Shulman to see if he is available to attend the CIJE board meeting.		SF	7/26/91	7/31/91	
3.	Contact the following board members as follow up to April 9 meeting and send brief report to VFL: a. Charles Bronfman - with SHH b. David Hirschhorn c. Isadore Twersky - done		SF	4/11/91	8/29/91	
4.	Contact Florence Melton regarding foundation support for CIJE.		SF	2/11/91	8/30/91	
5.	Send SHH a list of suggested members of a training oversight committee.		SF	3/20/91	ongoing	
6.	Invite Rabbi Twersky to prepare an op ed piece.		SF	10/30/90	TBD	



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ORIGINATOR VFL

DATE 7/29/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members as follow up to April 9 meeting and send brief report to VFL:</p> <ul style="list-style-type: none"> <li>a. Matthew Maryles</li> <li>b. Ludwig Jesselson</li> <li>c. Norman Lamm - done</li> <li>d. Esther Leah Ritz - done</li> <li>e. Ismar Schorsch - done</li> </ul>		AH	4/11/91	8/29/91	



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	<u>IMMEDIATE ACTION</u>					
1.	Draft a note from MLM to Ludwig Jesselson about the Yeshiva grant proposal and suggest he meet with AH.		SHH	7/26/91	7/31/91	
2.	Meet with Haskel Lookstein about funding for Ramaz School.		SHH	7/26/91	8/3/91	
3.	Contact the following board members as follow up to April 9 meeting and send brief report to VFL: a. Charles Bronfman - with SF b. Irwin Field c. Max Fisher d. Norman Lipoff e. Mark Lainer f. Bennett Yanowitz		SHH	4/11/91	8/15/91	
4.	Talk with Eli Evans about CIJE funding.		SHH	6/6/91	8/15/91	
5.	Arrange to place on the GA agenda a meeting of communities involved in CJF Jewish Continuity Commission, conducted by CIJE.		SHH	6/6/91	8/15/91	
6.	Talk with new Koret Foundation director about CIJE funding.		SHH	6/6/91	8/15/91	
7.	Follow up with Sid Clearfield regarding advisor from organization of national youth directors.		SHH	2/11/91	8/15/91	
8.	Recruit a chief professional officer.		SHH	8/7/90	9/1/91	
	<u>AS TIME PERMITS</u>					
9.	Talk to Jon Woocher about consultants to work on benefits package.		SHH	3/20/91	ongoing	
10.	Invite Rachel Cowan and Eli Evans to serve on the CIJE board.		SHH	6/6/91	TBD	
11.	Consider the possibility of engaging David Edell to assist in the CIJE-CEO search process.		SHH	5/8/91	TBD	



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NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
12.	Meet with Abramson, Gurvis, Rotman, Shrage, Syme and Woocher to determine how to proceed on community organization side of lead communities.		SHH	4/11/91	TBD	
13.	Follow up with Cummings Foundation.		SHH	8/7/90	TBD	
14.	Consider Heinz Eppler for possible involvement on CIJE or MIG board.		SHH	1/23/91	TBD	
15.	Consider inviting Bud Goldman to serve on the CIJE Board.		SHH	3/8/91	TBD	
16.	Explore informally with Jerry Strober the possibility of paying him a modest stipend for his work for the CIJE.		SHH	12/14/90	TBD	
17.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	TBD	
18.	Work with staff at CJF to set up an office.		SHH	11/28/90	TBD	



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1.	Invite Mark Gurvis to attend senior policy advisors meeting.		VFL	7/26/91	7/29/91	
2.	Determine who should be asked to give a D'Var Torah on August 29.		VFL	7/26/91	7/31/91	
3.	Remind Martin Lipset to submit an update report on progress with the CJF data.		VFL	7/26/91	7/31/91	
4.	Arrange meetings for SF with Chuck Ratner, Daniel Pekarsky, and Rabbi Shoshana.		VFL	7/26/91	8/3/91	
5.	Arrange a meeting for AH with Dennis Young.		VFL	7/26/91	8/3/91	
6.	Work with SHH on logistics for a CJF-CIJE meeting at the GA.		VFL	6/6/91	10/31/91	



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1.	Invite Bill Berman to serve on the CIJE board.		MLM	6/6/91	8/15/91	
2.	Talk with Mark Lainer about support for CIJE from his family.		MLM	2/27/91	8/15/91	
3.	Talk with Max Fisher about increasing his commitment of support for CIJE.		MLM	5/8/91	8/15/91	
4.	Talk with Bill Berman about his participation in funding for CIJE.		MLM	5/8/91	8/15/91	
5.	Call Lester Crown to request support for the CIJE.		MLM	1/23/91	TBD	
6.	Consider means of upgrading financial capability of foundation staff.		MLM	1/23/91	TBD	

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ORIGINATOR VFL DATE 7/29/91

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1.	<p>Contact the following board members as follow up to April 9 meeting and send brief report to VFL:</p> <p>a. Charles Goodman b. Lester Pollack</p>		AR	4/11/91	8/15/91	



- ☐ ASSIGNMENTS  
☐ ACTIVE PROJECTS  
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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE WOOCHEER ASSIGNMENTS

ORIGINATOR VFL DATE 7/29/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board member as follow up to April 9 meeting and send brief report to VFL:</p> <p>a. Neil Greenbaum</p>		JW	4/11/91	8/15/91	







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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR VFL

DATE 7/29/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with MLM about his CIJE assignments.		HLZ	7/3/91	8/3/91	
2.	Contact the following board members as follow up to April 9 meeting and send brief report to VFL:  a. John Colman - done b. Thomas Hausdorff		HLZ	4/11/91	8/15/91	
3.	Follow up on a proposal for funding from Arnow/Weiler family.		HLZ	4/26/91	8/31/91	
4.	Invite Robert Arnow to serve on the CIJE board.		HLZ	6/6/91	8/31/91	
5.	With MLM, invite Heinz Eppler to serve on the CIJE board.		HLZ	6/6/91	9/15/91	

8/20/91

Afternoon Agenda  
CIJE Steering Committee  
Wed., Aug. 21, 1991  
9:00 am - 5:00 pm

Expected Attendance: SE, SF, AH, SHH, AGK, VFL, HLZ; MLM to join  
at 1:30 or 2:00

- I. Review JCCA, JTS, & YU proposals and site visits. SF  
Are we ready to present for MAF trustee action?
- II. Review of Senior Policy Advisor meeting SHH
- III. Plans for Board meeting SHH
- A. Review attendance
- B. Discuss camper conversations: what to watch for on the 29th
- C. Agenda - review in detail; discuss assignments; preparations for MLM
- D. Items for inclusion in meeting book
- IV. Involving the funders Team  
(Participants to report on funders with whom they've spoken)
- A. Bronfman - Israel Experience
- B. Revson - Media
- C. Melton - Adult Education
- D. Jesselson - Day Schools
- E. Jim Joseph - Day Schools
- F. Cummings - Supplementary Schools
- G. Crown - Best Practice via Covenant Awards
- H. AviChai - Outreach
- I. MAF - Personnel
- J. Wexner - Recruitment/College Age - HLZ
- K. Blaustein - Research
- L. Zanyvl Krieger - Benefits
- V. Status of Torah Umesorah and Ramaz proposals SHH



MINUTES: CIJE STEERING COMMITTEE

DATE OF MEETING: August 28-29, 1991

DATE MINUTES ISSUED: September 20, 1991

PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,  
Stephen Hoffman, Martin Kraar, Virginia F. Levi  
(Sec'y), Morton L. Mandel, Arthur Rotman,  
Jonathan Woocher, Henry L. Zucker

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The Steering Committee met on Wednesday, August 28 to finalize plans for the CIJE board meeting scheduled for Thursday, August 29. The committee met again at the conclusion of the board meeting to evaluate the day and plan for next steps. The following is a summary of key points and assignments made at those meetings.

I. Lead Communities

- A. It was suggested that an informal group identify prospective high potential Lead Communities and establish an informal strategy for attracting them. It was suggested that one Lead Community have a population of less than 50,000 and that one be Canadian.
- B. Our goals for personnel in the Lead Community include:
1. professional growth through in-service education of current personnel
  2. recruitment of outstanding new personnel
- C. It was suggested that there should be a memo of understanding, listing approaches a Lead Community will be expected to take with respect to personnel and community leadership and support issues. It was suggested that the timing of such an agreement may have to depend on the level of sophistication of a particular community. This entire process should be clarified among staff and reviewed at the seminar for semi-finalist communities. Each community will also be expected to agree to a process of monitoring and evaluation.
- D. Our goal is to make a measurable difference. We might begin by defining criteria for a Lead Community and plan to negotiate specifics with each individual community. It was also suggested that a professional team be developed to work with each community.
- E. It was suggested that the tentative timetable for selection of Lead Communities may be too tight. It was agreed that we would work with this timetable for the moment, understanding that it might have to be revised in the future.



- F. Following the meeting, it was noted that there remains a lack of clarity regarding the concept of Lead Community. This is to be dealt with through camper conversations (see VII. B. below).
- G. It was suggested that Jack Ukeles be engaged to work on the recruitment and selection process of Lead Communities. It was agreed that AH and SE will work closely with Ukeles on this process.
- H. Much work remains to be done to develop the content aspect of Lead Communities. SE will prepare a timeline and will contact JW and AR for the role of JESNA and JCCA in the implementation process.

## II. Best Practices

It was agreed that Barry Holtz' presentation on best practices went well. The next step on the best practices project is to get a detailed proposal from Holtz, including content and cost. SF will suggest an advisory committee for the project, to include at least one or two practitioners.

It was suggested that the Crown Foundation might be receptive to supporting the best practice project. This might be more interesting to Crown as a JESNA/JCCA project undertaken in partnership with CIJE. It was suggested that JW begin with a conversation with Corky Goodman, reassuring him of JESNA's involvement with and support of the approach. Following this conversation, MLM will explore with Goodman the possibility of Crown support. In addition, JW and SHH will meet with Susan Crown in Chicago to discuss the possibility of Crown support for the project.

## III. Building the Profession/Training

It was noted that MAF and Wexner are supporting aspects of profession building, but that a strategic plan to develop a comprehensive and integrated program for training is required. It was agreed that AH will develop the specifications for a proposal, which she will share with JCCA, JESNA and others for a critique as well as for suggestions of individuals to draft a plan. Following this process, we may wish to invite consultants such as Roy Feldman of Boston to submit a proposal.

## IV. Monitoring, Evaluation and Feedback

It was agreed that the next step is to request a proposal from Adam Gamoran. James Coleman, Israel Scheffler, and Lee Shulman will serve as an advisory board for this project.

## V. Research Capability

AH and SF will continue to work with Isa Aron to determine whether she is the person to help us identify the critical issues and determine how to go about building the research capability.



It was suggested that it is time to bring David Hirschhorn into this process. It was agreed that, following a camper conversation between SF and Mr. Hirschhorn, MLM will call Mr. Hirschhorn and ask him to take the lead in supporting the research effort by working with SE. MLM will ask him to agree to a meeting with SE, and will indicate that we are requesting \$50,000 to launch the project.

VI. Mobilizing the Community

This was not discussed at the board meeting nor at the debrief meeting. It is, however, an open item for discussion in the coming months and a topic for presentation at the January board meeting.

VII. Logistics, Next Steps, etc.

- A. There was general agreement that the meeting went well and that participants were deeply engaged. At the same time, there is a need for conversations with board members to bring them in focus.
- B. Certain board members were given top priority for follow-up contact as follows:

<u>Board Member</u>	<u>Assignment</u>
Charles Bronfman	AH
Maurice Corson	HLZ
Max Fisher	MLM
Charles Goodman	SHH with MLM
Alfred Gottschalk	SF
Neil Greenbaum	SHH
Tim Hausdorff	SHH
David Hirschhorn	SF
Ludwig Jesselson	MLM
Matthew Maryles	SE
Florence Melton	SE
Melvin Merians	SE
Ismar Schorsch	AH
Isadore Twersky	SF

Other campers should also be contacted, as time permits. In all cases, camper contact should be followed by a brief written report submitted to VFL in which areas of interest and concern are highlighted.

1. AH will report to Barry Chazen on the meeting. When she meets with the CRB staff in October she will discuss their specific involvement in support for the Israel experience through Lead Communities, including funding.



2. It was noted that the Wexner Foundation is actively involved with recruitment. In his conversation with Maurice Corson, HLZ will try to learn more about what they are doing and how it might fit with CIJE efforts.
  3. In addition to providing Max Fisher with an update, MLM will talk with him further about funding for CIJE.
  4. Matty Maryles expressed a desire to see short-term programs, in light of the current financial difficulties incurred by many institutions.
  5. SF will explore with Mrs. Melton the possibility of funding a mini-school in each Lead Community in addition to general support for CIJE.
  6. David Hirschhorn should now be asked for support of research and work on the national portable benefits package.
  7. In a conversation with Ludwig Jesselson, MLM will explore the possibility of support for day schools in Lead Communities. He will report on the CRB and MAF initiatives.
- C. Several board members suggested that a newsletter be circulated to keep the lay and professional leadership informed on the work of CIJE. This would provide a sense that CIJE is progressing. A newsletter might be published three times a year and could focus on what foundations are doing, what CIJE is doing, and success stories identified through the best practice process.
- D. The next meeting is scheduled for January 16. This will be the first annual meeting of CIJE.
1. A formal written annual report will be prepared in advance of the meeting. Invitees will include board members, all commissioners, and others still to be identified.
  2. A board member suggested that a presentation be made in January on the CJF Population Study. Time may not permit this to be included.
  3. It was suggested that the focus of the annual meeting segment of the day be the state of Jewish education.
  4. The board will meet in the morning, followed by the annual meeting, to include a larger group. The morning meeting should include presentations on best practices, Lead Communities, foundation involvement, and mobilizing the community. It might include an announcement of a set-aside for Jewish education.



- E. Future meeting dates remain to be set. It was suggested that they be scheduled to coincide with CJF quarterly meetings to accommodate board members who would otherwise have to schedule additional trips. The spring quarterly is scheduled for Sunday, April 5 to Tuesday, April 7, 1992.



MINUTES: CIJE STEERING COMMITTEE

DATE OF MEETING: August 21, 1991

DATE MINUTES ISSUED: August 26, 1991

PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,  
Stephen Hoffman, Ann Klein, Virginia F. Levi (Sec'y),  
Morton L. Mandel, Henry L. Zucker

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I. Review of Proposals and Site Visits for Support of Major Training Programs

A. JCC Association

The grant and site visit were briefly summarized. It was agreed that this proposal is ready for presentation to the MAF trustees on August 23. It was suggested that an annual report be required of each grantee prior to the release of second and third year funding, and that the award letter set forth desired outcomes to be addressed in those annual reports. Included in our expectations will be acceptance of the grant by the JCC Association board as a commitment to continuing the program beyond the three years of funding. We will plan to monitor each grant through periodic site visits.

B. Jewish Theological Seminary

Following review of the proposal and site visit, it was agreed to recommend this grant to the MAF board of trustees on August 23. It was agreed that an award letter would refer to the commitment of the chairman of the JTS board to the centrality of training. The letter will also suggest further discussions on how the proposed program might be supportive of supplementary schools.

C. Yeshiva University

Following review of the grant and site visit, it was agreed that this grant would be presented to the MAF trustees on August 23. It was noted that this proposal reflects the most comprehensive planning process of the three, that the potential increase in the number of educators trained is the greatest, and that the need for monitoring is most critical.

\* \* \* \* \*

It was suggested that each institution be called before the award letter listing conditions and expectations is sent. It was suggested that the letter include reference to our expectation that the institutions receiving MAF grants to upgrade training work together on content issues.



D. Announcement of the Grants

1. MLM will announce to the CIJE board that the three grants have been approved.
2. VFL will arrange with Jerry Strober to announce the grants to the press.

Assignment

Other Potential Proposals

1. It was noted that Brandeis University trains informal educators and is interested in working with MAF to enhance that program.
2. Hebrew Union College is currently undertaking a planning process and will be presenting a proposal for support of a program to enhance training of educators.

II. Plans for August 29 Board Meeting

A. Attendance

It was reported that 22 of the 27 board members are expected. SHH will see that the 10 professionals present spread themselves among the board members during lunch.

B. Contact with Campers

It was suggested that we focus on a few critical board members in advance of the August 29 meeting, and in the future. The following assignments were made:

Assignment

Charles Bronfman	SF/MLM
Maurice Corson	HLZ
Max Fisher	SHH/MLM
Charles Goodman	AR
David Hirschhorn	SF
Ludwig Jesselson	AH
Matthew Maryles	AH
Florence Melton	AH

A future agenda item should be the development of the maximum structure possible for the camper/counselor approach.

SF and SHH reported on their meeting with Charles Bronfman. They noted that he is very much on board with CIJE, that he was anxious for assurance that the Israel experience would be treated in lead communities, and that he agreed to participate in the selection of a Canadian lead community and to provide his input into the selection of the others. It was reported that CRB would like his staff involved and was agreed that SHH would explore with him the possibility of his bringing Stan Urman to the board meeting.

Assignment



C. Agenda [1 and 2 scheduled for 10-10:30]

1. Welcome and Introductions

MLM

Introduce first time attendees and guests, review the meeting book and agenda. (Note that the agenda reflects four of the five recommendations of the Commission report, and that mobilizing community support, the fifth recommendation, will be considered at the next meeting.)

2. Progress Report

MLM

To include the following:

Summary of activities since the April board meeting.

- a. Expansion of senior policy advisors group.
- b. Recruitment of outstanding people to work on CIJE agenda (bios in the book).
- c. Week-long meeting of staff and consultants in Jerusalem (may call on AH to discuss some details) -- MLM should have 2-3 sentences on each participant; note high caliber of participants.  
-- Note importance of the pluralistic nature of the staff.
- d. The search for a CIJE director has begun. The Search Committee will meet at noon and hopes to have a brief report in the afternoon.

3. Lead Communities [10:30-11:20]

SRE

Presentation, with slides, summarizing the paper sent out in advance, including reference to anticipated costs and an indication that specifics should be ready for presentation at the next meeting.

A question was raised about the possibility of launching the lead community project without having presented a budget. It was agreed that we will have to be prepared to tell prospective lead communities how much the project may cost them, indicate that our plan is to provide expertise, set forth what we think CIJE may pay for and what lead communities may be expected to provide, and indicate that this will become more clear as the process progresses.



Assignment

- a. The Israel Experience [11:20-11:30] Charles Bronfman

SHH will ask CRB to be prepared to speak about the role of the Israel experience in the lead community process.

- b. Best Practice [11:30-12:15] Barry Holtz

Assignment

Barry Holtz will summarize his paper. SE will work with him with a goal of having preliminary costs available to report at the meeting. (Prior to the meeting, SF will talk with people in the general education field to explore the possibility of an alternative to the phrase "best practice." This will be discussed further on August 28.)

Assignment

- c. Monitoring, Evaluation and Feedback [12:15-12:30] AH

This will be a brief presentation, primarily listing categories for future consideration.

4. Lunch Break [12:30-1:15]

5. Building the Profession [1:30-2:00]

HLZ &

Assignment

HLZ will report on the work of MAF, the grants just approved, and the need for an overall plan so that others can participate in support for this enabling option. He will indicate that we are working with Jack Ukeles on how best to approach the training area. Board members will be invited to indicate any items they would like to see addressed in a strategic plan. HLZ will ask Maurice Corson to comment on the Wexner Foundation work in this area.

Maurice  
Corson

6. Research Capability [2:00-2:30]

AH

Review Isa Aron's proposal, summarize main points, indicate that we anticipate a major policy component to the project.

7. Council for Initiatives in Jewish Education [2:30-3:00]

- a. Status of Director Search

MLM

Report on outcomes of lunch meeting, if appropriate.



b. Financial Status

SHH

This will be an oral report, with no written reports distributed, and will note that we currently have sufficient cash receipts to cover expenses.

c. Set Dates for 1992

MLM

Assignment

VFL will check the following dates with critical board members and, if possible, they will be announced at the meeting. January 16 (first annual meeting), March 26, August 27, November 5, 1992

8. Concluding Comments [3:20]

Bennett Yanowitz

III. Senior Policy Advisors Meeting

- A. It was reported that the senior policy advisors meeting held on August 18 was successful. Participation was positive, people felt engaged and left better informed.

B. CIJE Structure

1. The CIJE executive has the following two groups advising him:
  - a. Senior policy advisors--provide access to continental players and representatives of a range of interests. They serve in an advisory capacity and alert us to political and turf problems. While they do not advance our knowledge substantially on content, they are helpful in process matters. They provide a useful political outlet and give our work a positive spin in the community.
  - b. Fellows--think through issues with us. We now have Isa Aron, Adam Gamoran, and Barry Holtz working with us in this capacity. This group will grow in the future.
2. The CIJE chair has the following groups working with him:
  - a. The board--serves a political, policymaking, and financial role.
  - b. CIJE steering committee--small group of deeply involved staff working on day-to-day matters.
3. There should also be an enlarged steering committee, including someone from outside of Jewish education, for additional advice.

Assignment

It was suggested that HLZ invite Herman Stein to serve as an advisor from outside the education field. We may also wish to consider adding Lee Shulman and an outside educator to the group.

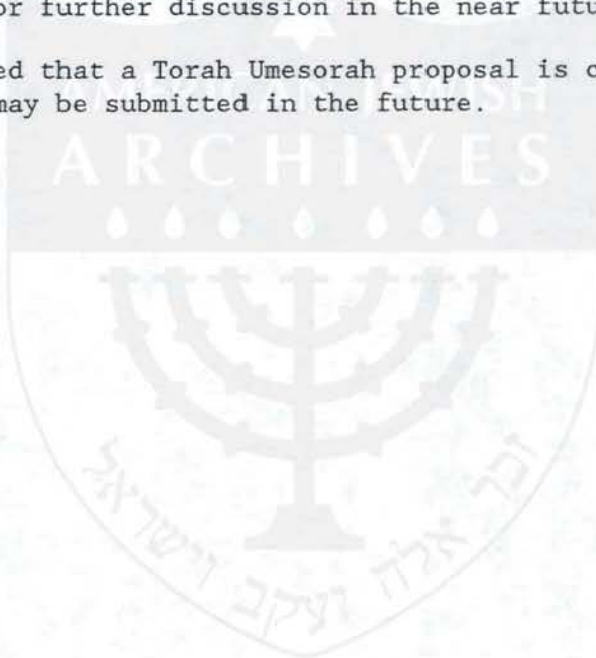
IV. Involving the Funders

It was agreed that this is a major agenda item for the CEO, once in place. In the meantime, it was agreed that we should select a few potential funders and try to bring them more actively on board.

It was suggested that the CIJE central budget be kept as small as possible and that funds be raised primarily for program. We can approach a foundation with the notion that lead communities will include a component related to their particular interests, request a commitment for support of such a component, and request actual funding for those communities in which that effort is undertaken.

It was noted that we risk coming up short on the core budget. We can apportion overhead to specific projects to cover that shortfall. This is an issue for further discussion in the near future.

- V. It was reported that a Torah Umesorah proposal is currently being prepared and may be submitted in the future.





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ORIGINATOR VFL DATE 8/26/91

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1.	Contact the following board members in preparation for the August 29 meeting and send brief report to VFL:  a. Gerald Cohen b. Alfred Gottschalk c. S. Martin Lipset d. Melvin Merians e. Arthur Green		SE	4/11/91	8/28/91	
2.	Work with Barry Holtz to have preliminary costs of best practice available to report at August 29 board meeting.		SE	8/21/91	8/28/91	
3.	Invite Richard Scheuer to serve on the CIJE board.		SE	6/6/91	8/31/91	
4.	Work with Rabbi Fishman on focusing the Torah Umesorah proposal.		SE	5/16/91	9/15/91	
5.	Work with Barry Holtz on developing a best practices panel.		SE	1/23/91	ongoing	
6.	Develop outline for how to proceed with educational component of lead communities.		SE	4/11/91	ongoing	
7.	Work with SF and AH to develop concrete means of establishing lead communities.		SE	4/11/91	ongoing	
8.	Develop and maintain list of experts on which CIJE can draw.		SE	4/11/91	ongoing	
9.	Develop master plan for training in consultation with Ukeles and others.		SE	6/19/91	ongoing	

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ORIGINATOR VFL DATE 8/26/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in preparation for the August 29 meeting and send brief report to VFL:  a. Charles Bronfman - with SHH b. David Hirschhorn c. Isadore Twersky - done		SF	4/11/91	8/28/91	
2.	Talk with people in the general education field to explore a possible alternative to the phrase "best practice."		SF	8/21/91	8/28/91	
3.	Contact Florence Melton regarding foundation support for CIJE.		SF	2/11/91	8/30/91	
4.	Send draft of minutes of the Jerusalem meetings to SHH and SE.		SF	7/26/91	8/31/91	
5.	Send SHH a list of suggested members of a training oversight committee.		SF	3/20/91	ongoing	
6.	Contact before and after each Board meeting:  a. Charles Bronfman - with MLM b. David Hirschhorn		SF	8/21/91	ongoing	
7.	Invite Rabbi Twersky to prepare an an op ed piece.		SF	10/30/90	TBD	



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SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR VFL DATE 8/26/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in preparation for the August 29 meeting and send brief report to VFL:</p> <ul style="list-style-type: none"> <li>a. David Arnow</li> <li>b. Ludwig Jesselson</li> <li>c. Matthew Maryles</li> <li>d. Florence Melton</li> <li>e. Norman Lamm - done</li> <li>f. Esther Leah Ritz - done</li> <li>g. Ismar Schorsch - done</li> </ul>		AH	4/11/91	8/28/91	
2.	<p>Contact before and after each Board meeting:</p> <ul style="list-style-type: none"> <li>a. Ludwig Jesselson</li> <li>b. Matthew Maryles</li> <li>c. Florence Melton</li> </ul>		AH	8/21/91	ongoing	

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**FUNCTION** COUNCIL STEERING COMMITTEE

**SUBJECT/OBJECTIVE** HOFFMAN ASSIGNMENTS

**ORIGINATOR**

VFL

**DATE** 8/26/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
	<u>IMMEDIATE ACTION</u>					
1.	Explore with Bronfman the possibility of bringing Stan Urman to the August 29 Board meeting.		SHH	8/21/91	8/26/91	
2.	Ask CRB to speak about the role of the Israel experience in the lead community process.		SHH	8/21/91	8/26/91	
3.	Contact the following board members in preparation for the August 29 meeting and send brief report to VFL:  a. Charles Bronfman - with SF b. Irwin Field c. Max Fisher d. Norman Lipoff e. Mark Lainer f. Bennett Yanowitz		SHH	4/11/91	8/28/91	
4.	Talk with Eli Evans about CIJE funding.		SHH	6/6/91	9/15/91	
5.	Arrange to place on the GA agenda a meeting of communities involved in CJF Jewish Continuity Commission, conducted by CIJE.		SHH	6/6/91	9/15/91	
6.	Talk with new Koret Foundation director about CIJE funding.		SHH	6/6/91	9/15/91	
7.	Follow up with Sid Clearfield regarding advisor from organization of national youth directors.		SHH	2/11/91	9/15/91	
8.	Recruit a chief professional officer.		SHH	8/7/90	9/1/91	
	<u>AS TIME PERMITS</u>					
9.	Talk to Jon Woocher about consultants to work on benefits package.		SHH	3/20/91	ongoing	
10.	Contact before and after each Board meeting:  a. Max Fisher - with MLM		SHH	8/21/91	ongoing	





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NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
11.	Invite Rachel Cowan and Eli Evans to serve on the CIJE board.		SHH	6/6/91	TBD	
12.	Meet with Abramson, Gurvis, Rotman, Shrage, Syme and Woocher to determine how to proceed on community organization side of lead communities.		SHH	4/11/91	TBD	
13.	Follow up with Cummings Foundation.		SHH	8/7/90	TBD	
14.	Consider Heinz Eppler for possible involvement on CIJE or MIG board.		SHH	1/23/91	TBD	
15.	Consider inviting Bud Goldman to serve on the CIJE Board.		SHH	3/8/91	TBD	
16.	Explore informally with Jerry Strober the possibility of paying him a modest stipend for his work for the CIJE.		SHH	12/14/90	TBD	
17.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	TBD	
18.	Work with staff at CJF to set up an office.		SHH	11/28/90	TBD	

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ORIGINATOR VFL DATE 8/26/91

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1.	Check possible dates for future Board meetings with critical Board members.		VFL	8/21/91	8/26/91	
2.	Arrange with Jerry Strober to announce to the press the three grants approved by CIJE.		VFL	8/21/91	8/28/91	
3.	Remind Martin Lipset to submit an update report on progress with the CJF data.		VFL	7/26/91	8/31/91	
4.	Work with SHH on logistics for a CJF-CIJE meeting at the GA.		VFL	6/6/91	10/31/91	





PREMIER INDUSTRIAL CORPORATION

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FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

- ☐ ASSIGNMENTS  
☐ ACTIVE PROJECTS  
☐ RAW MATERIAL  
☐ FUNCTIONAL SCHEDULE

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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR VFL

DATE 8/26/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Max Fisher about increasing his commitment of support for CIJE.		MLM	5/8/91	8/29/91	
2.	Talk with Mark Lainer about support for CIJE from his family.		MLM	2/27/91	9/15/91	
3.	Talk with Bill Berman about his participation in funding for CIJE and invite him to serve on the CIJE board.		MLM	5/8/91	9/15/91	
4.	Call Lester Crown to request support for the CIJE.		MLM	1/23/91	TBD	
5.	Consider means of upgrading financial capability of foundation staff.		MLM	1/23/91	TBD	



PREMIER INDUSTRIAL CORPORATION

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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR VFL DATE 8/26/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in preparation for the August 29 meeting and send brief report to VFL:  a. Charles Goodman b. Lester Pollack		AR	4/11/91	8/28/91	
2.	Contact before and after each Board meeting.  a. Charles Goodman		AR	8/21/91	ongoing	



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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE WOOCHEER ASSIGNMENTS

ORIGINATOR VFL DATE 8/26/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board member in preparation for the August 29 meeting and send brief report to VFL:</p> <p>a. Neil Greenbaum</p>		JW	4/11/91	8/28/91	



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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR VFL DATE 8/26/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Ask Maurice Corson to comment at the August 29 Board meeting on the Wexner Foundation work in the area of building the profession.		HLZ	8/21/91	8/26/91	
2.	Contact the following board members in preparation for the August 29 meeting and send brief report to VFL:  a. John Colman - done b. Maurice Corson c. Thomas Hausdorff		HLZ	4/11/91	8/28/91	
3.	Follow up with MLM about his CIJE assignments.		HLZ	7/3/91	9/10/91	
4.	With MLM, invite Heinz Eppler to serve on the CIJE board.		HLZ	6/6/91	9/15/91	
5.	Follow up on a proposal for funding from Arnow/Weiler family.		HLZ	4/26/91	9/30/91	
6.	Contact before and after each Board meeting:  a. Maurice Corson		HLZ	8/21/91	ongoing	



Agenda  
CIJE Teleconference  
Mon., Sept 16, 1991 - 8:30 a.m.

Participants: Jerusalem - SF, AH; Cleveland - SHH, HLZ, VFL, AGK ;  
Rockville - SE

Assignment

[Minutes and Assignments of 8/29/91 have been drafted, but aren't yet finalized. I suggest we skip and move to agenda.]

- |                                                                                                     |     |
|-----------------------------------------------------------------------------------------------------|-----|
| I. Lead Communities                                                                                 | SHH |
| A. Status of SE/AH paper clarifying the concept                                                     |     |
| B. Status of discussions with Jack Ukeles                                                           |     |
| C. Where do we go from here? Timetable.                                                             |     |
| II. Best Practices                                                                                  | SF  |
| A. Status of Holtz proposal                                                                         |     |
| B. Advisory committee to work with Holtz                                                            |     |
| C. Report on approach for Crown support                                                             |     |
| D. Timetable                                                                                        |     |
| III. Building the Profession/Training                                                               | AH  |
| A. Status of specifications for strategic plan proposal                                             |     |
| B. Proposed Step 2: Get reactions of JCCA, JESNA, others                                            |     |
| C. Proposed Step 3: Invite Roy Feldman and/or someone suggested by JCCA or JESNA to submit proposal |     |
| D. Timetable                                                                                        |     |
| IV. Monitoring, Evaluation and Feedback                                                             | AH  |
| A. Status of proposal from Adam Gamoran                                                             |     |
| B. Timetable                                                                                        |     |
| V. Research Capability                                                                              | AH  |
| A. Status of discussions with Isa Aron                                                              |     |
| B. Has MLM spoken with Hirschhorn re funding? Who will follow up with MLM?                          |     |
| C. Timetable                                                                                        |     |

- VI. Mobilizing the Community HLZ
- A. To be on 1/16 agenda. What should we do now to get moving on this?
- VII. Camper Contacts (To follow mailing of minutes?) VFL
- A. See attached list of assignments
- B. Items to be discussed
1. Status of Lead Communities
  2. Proceeding with Best Practices
  3. Outreach to foundations
  4. Plans for GA
  5. Plans for Jan. 16 meeting
  6. Other?
- C. Timetable
- VIII. Communications SHH
- A. Suggestion to prepare newsletter
- B. First written annual report
1. Who should draft?
  2. Items to cover
  3. Timetable
- IX. Plans for GA Program SHH
- X. Update on Planner search SHH
- XI. Status of proposals and prospective proposals SHH
- A. Hebrew Union College
- B. Reconstructionist Rabbinical College
- C. University of Judaism - Wilstein Institute
- D. Ramaz School
- F. Jewish Heritage Video Collection
- G. Torah Umesorah
- XII. Set future telecons - weekly? SHH



9/13/91

CIJE Board Members - Camper Assignments

Name	Counselor	Priority	Name	Counselor	Priority
David Arnow	AH		Mark Lainer	SHH	
Charles Bronfman	AH	TP	Norman Lamm	AH	
Gerald Cohen	SRE		Norman Lipoff	SHH	
John Colman	HLZ		S. Martin Lipset	SRE/SF	
Maurice Corson	HLZ	TP	Morton Mandel		
Irwin Field	SHH		Matthew Maryles	SRE	TP
Max Fisher	MLM	TP	Florence Melton	SRE	TP
Charles Goodman	SHH/MLM	TP	Melvin Merians	SRE	TP
Alfred Gottschalk	SF	TP	Lester Pollack	AR	
Arthur Green	SRE		Esther Leah Ritz	AH	
Neil Greenbaum	SHH	TP	Ismar Schorsch	AH	TP
Thomas Hausdorff	SHH	TP	Isadore Twersky	SF	TP
David Hirschhorn	SF	TP	Bennett Yanowitz	SHH	
Ludwig Jesselson	MLM	TP			

TP = Top Priority

MINUTES: CIJE STEERING COMMITTEE TELECONFERENCE

DATE OF MEETING: September 16, 1991

DATE MINUTES ISSUED: September 20, 1991

PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,  
Stephen H. Hoffman, Ann G. Klein, Virginia F. Levi  
(Sec'y), Henry L. Zucker

COPY TO: Morton L. Mandel

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I. Status of Work on Lead Communities

The purpose of this discussion was to clarify where we are with the development of the concept of lead communities, what needs to be done to get out an RFP, and what steps must be taken so that we are ready to move with lead communities once they are selected.

It was suggested that we need a detailed plan of what must be done to get from where we are today to the selection of lead communities. The preparation of an RFP is dependent on the criteria to be used for selection of lead communities.

The planning process could begin with the questions outlined by SE in her memorandum of September 12. We might turn to Jack Ukeles to spell out the answers to the questions, the result of which would be agreement on the mix of communities we seek, how to encourage applications from those communities, eligibility requirements, and a timeline. The planning process would be the first step in implementation of the lead community concept.

It was suggested that Ukeles serve as the planner for this process, responsible to see that we progress through the various steps. He would work very closely with the team, seeking input at each step. It was agreed that we have answers, or the beginnings of answers, to many of the questions raised by SE. Ukeles' first step would be to review all that has been written on the CIJE plans for lead communities and to pull out the answers which already exist. In addition, there will be some for which answers have begun to be developed, and others which require careful additional work.

While this may appear to be a long, involved process, it may appear to be more manageable once step one has been taken and we have an approach outlined and before us.



In further discussion it was suggested that what we would seek from Jack Ukeles is a mapping of the lead community concept, from beginning to end. This would involve the development of a feasible, rational plan with timelines, including the answers to the open questions and an approach to both content and process. SE and AH would work closely with Ukeles and would bring questions to the Steering Committee as they arise. Included in this planning would be a consideration of costs and what the CIJE will need to provide as well as what each community will be expected to contribute. Also to be included will be a clarification of what a lead community must have when it comes to the table and what can be covered in the early days following selection.

Assignment

It was suggested that SE draft a job description for Ukeles and fax it to AH on 9/16, that AH provide her reaction and feedback on 9/17 and that a finished draft be submitted to SHH no later than 9/19. SE will be in touch with Ukeles regarding the content we seek. SHH will be in touch to work out financial arrangements.

Assignment

Assignment

## II. Update on Best Practices

Assignment

SF and SE met with Barry Holtz, who was to prepare a revised proposal for submission as soon as possible. SE will follow up with Holtz and find out the status of the revised proposal. An advisory committee for the project will be identified following the submission of the revised proposal.

It was reported that Jonathan Woocher has been in touch with the Crown Foundation and that there is potential interest in supporting this project. Following a reaction from Susan Crown to a note of inquiry from JW, if there is evidence of continued interest, JW and SHH will schedule a meeting with Susan Crown.

## III. Building the Profession/Training

There was nothing to report on the development of specifications for a strategic plan proposal. It was suggested that this assignment wait until the lead communities planning process is under way.

It was suggested that even before the development of a strategic plan, it is important that we proceed with the in-service education piece. It is important that we begin now to prepare the training institutions to play a role in in-service training within the lead communities. It was suggested that SE begin to draft a plan for the role of HUC, JTS, YU, and JCCA in supporting both lead communities and the best practices project.

Assignment

## IV. Monitoring, Evaluation and Feedback

It was reported that Adam Gamoran has been asked to prepare a budget. SE will follow up on 9/19. In the meantime, Gamoran is working on this project.

Assignment



IX. Camper Contacts

A. A list of campers and assigned counselors was reviewed and approved as representing current assignments.

Assignment

B. It was agreed that SE will draft an interview schedule for review at the next teleconference. It is to cover the following issues:

1. Status of lead communities.
2. Work on best practices.
3. Accomplishments to date (research, monitoring, funding possibilities, etc.).
4. Plans for the GA.
5. Outreach to foundations (to be discussed where appropriate).
6. Confirmation of plans for 1/16 meeting.

C. It was agreed that contacts with campers should be made following the distribution of minutes of the August board meeting.

X. Communications

Neither of the suggestion to prepare a newsletter nor discussion of a first annual report was discussed.

It was suggested that a list of invitees to the January 16 annual meeting be developed so that invitations can be sent in early October.

XI. Future Meetings

Future meetings are scheduled as follows:

Wednesday, September 25 - 10:00 a.m.

Thursday, October 10 - 10:30 a.m.



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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR VFL

DATE 9/20/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With AH, prepare a job description for Jack Ukeles, then submit finished draft to SHH.		SE	9/16/91	9/19/91	
2.	Contact Ukeles regarding the content of Lead Communities assignment.		SE	9/16/91	9/20/91	
3.	Follow up with Adam Gamoran on project budget.		SE	9/16/91	9/19/91	
4.	Follow up with Barry Holtz about revised proposal on Best Practices.		SE	9/16/91	9/20/91	
5.	Draft a camper interview schedule for review at next teleconference.		SE	9/16/91	9/24/91	
6.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:  a. Gerald Cohen b. Arthur Green c. S. Martin Lipset d. Matthew Maryles TP e. Florence Melton TP f. Melvin Merians TP		SE	8/29/91	9/30/91	
7.	Prepare a Lead Communities timeline and contact JW and AR for the role of JESNA and JCCA in the implementation process.		SE	8/28/91	10/15/91	
8.	Prepare status reports on training, research, and best practices.		SE	9/3/91	10/15/91	
9.	With AH, clarify what we need from a planner in the area of training and consider contacting Roy Feldman of Boston as a possible consultant.		SE	9/3/91	10/15/91	
10.	Draft a plan for the role of HUC, JTS, YU, and JCCA in supporting both lead communities and best practices.		SE	9/16/91	10/31/91	
11.	Work with Barry Holtz on developing a best practices panel.		SE	1/23/91	ongoing	

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SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR VFL DATE 9/20/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
12.	Develop outline for how to proceed with educational component of lead communities.		SE	4/11/91	ongoing	
13.	Work with SF and AH to develop concrete means of establishing lead communities.		SE	4/11/91	ongoing	
14.	Develop and maintain list of experts on which CIJE can draw.		SE	4/11/91	ongoing	
15.	Develop master plan for training in consultation with Ukeles and others.		SE	6/19/91	ongoing	





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SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR VFL

DATE 9/20/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Send draft of minutes of the Jerusalem meetings to SHH and SE.		SF	7/26/91	9/25/91	
2.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:  a. Alfred Gottschalk TP b. David Hirschhorn TP c. Isadore Twersky TP		SF	8/29/91	9/30/91	
3.	Suggest an advisory committee to work with best practices team.		SF	8/28/91	10/15/91	
4.	Explore with Florence Melton the possibility of funding a mini-school in each Lead Community and general support for CIJE.		SF	8/28/91	10/31/91	
5.	Send SHH a list of suggested members of a training oversight committee.		SF	3/20/91	ongoing	
6.	Invite Rabbi Twersky to prepare an op ed piece.		SF	10/30/90	TBD	



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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR VFL

DATE 9/20/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, prepare a job description for Jack Ukeles.		AH	9/16/91	9/19/91	
2.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:  a. Charles Bronfman TP b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch TP		AH	8/29/91	9/30/91	
3.	With SE, clarify what we need from a planner in the area of training, review with JESNA and JCCA, and consider contacting Roy Feldman of Boston as a possible consultant.		AH	9/3/91	10/15/91	
4.	Report to Barry Chazen on the CIJE board meeting, and discuss CRB support for Lead Communities.		AH	9/28/91	10/15/91	



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SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR VFL DATE 9/20/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
	<u>IMMEDIATE ACTION</u>					
1.	Work out financial arrangements of consultation with Jack Ukeles.		SHH	9/16/91	9/20/91	
2.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:  a. Charles Goodman - with MLM TP b. Tim Hausdorff TP c. Mark Lainer d. Norman Lipoff		SHH	8/29/91	9/30/91	
3.	Follow up with Sid Clearfield regarding advisor from organization of national youth directors.		SHH	2/11/91	9/30/91	
4.	Follow up with Henry Koschitzky about CIJE funding and about board membership.		SHH	6/17/91	9/30/91	
5.	Work with Jon Woocher on plans for GA.		SHH	9/17/91	10/15/91	
6.	With JW, work with Susan Crown on possible Crown support for best practices project.		SHH	8/28/91	10/15/91	
7.	Recruit a chief professional officer.		SHH	8/7/90	12/1/91	
	<u>AS TIME PERMITS</u>					
8.	Talk to Jon Woocher about consultants to work on benefits package.		SHH	3/20/91	ongoing	
9.	Talk with Eli Evans about CIJE funding.		SHH	6/6/91	TBD	
10.	Talk with new Koret Foundation director about CIJE funding.		SHH	6/6/91	TBD	
11.	Invite Rachel Cowan and Eli Evans to serve on the CIJE board.		SHH	6/6/91	TBD	
12.	Meet with Abramson, Gurvis, Rotman, Shrage, Syme and Woocher to determine how to proceed on community organization side of lead communities.		SHH	4/11/91	TBD	

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13.	With SE, invite Richard Scheuer to serve on the CIJE board.		SHH	6/6/91	TBD	
14.	Follow up with Cummings Foundation.		SHH	8/7/90	TBD	
15.	Consider Heinz Eppler for possible involvement on CIJE or MIG board.		SHH	1/23/91	TBD	
16.	Consider inviting Bud Goldman to serve on the CIJE Board.		SHH	3/8/91	TBD	
17.	Explore informally with Jerry Strober the possibility of paying him a modest stipend for his work for the CIJE.		SHH	12/14/90	TBD	
18.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	TBD	
19.	Work with staff at CJF to set up an office.		SHH	11/28/90	TBD	



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SUBJECT/OBJECTIVE	LEVI ASSIGNMENTS	
ORIGINATOR	VFL	DATE 9/20/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Remind Martin Lipset to submit an update report on progress with the CJF data.		VFL	7/26/91	9/30/91	





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1.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:  a. Max Fisher TP b. Charles Goodman - with SHH TP c. Ludwig Jesselson TP		MLM	8/29/91	9/30/91	
2.	Talk with Max Fisher about increasing his commitment of support for CIJE.		MLM	5/8/91	10/8/91	
3.	Talk with Mark Lainer about support for CIJE from his family.		MLM	2/27/91	10/8/91	
4.	Talk with Bill Berman about his participation in funding for CIJE and invite him to serve on the CIJE board.		MLM	5/8/91	10/8/91	
5.	Talk with David Hirschhorn about support for research project and about meeting with SE to discuss.		MLM	8/28/91	10/15/91	
6.	Call Lester Crown to request support for the CIJE.		MLM	1/23/91	TBD	
7.	Consider means of upgrading financial capability of foundation staff.		MLM	1/23/91	TBD	



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1.	<p>Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:</p> <ul style="list-style-type: none"> <li>a. Irwin Field</li> <li>b. Neil Greenbaum TP</li> <li>c. Lester Pollack</li> <li>d. Bennett Yanowitz</li> </ul>		AR	8/29/91	9/30/91	



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ORIGINATOR VFL

DATE 8/26/91

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1.	With SHH, work with Susan Crown on possible Crown support for best practices project.		JW	9/28/91	10/15/91	







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DATE 9/20/91

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1.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:  a. John Colman b. Maurice Corson TP		HLZ	8/29/91	9/30/91	
2.	Ask Avraham HaCohen whether Buddy Silberman or Henry Taub is the appropriate person to invite on CIJE board.		HLZ	7/9/91	9/30/91	
3.	Talk with Rotman, E. Robinson, Schiff and Silberman about a professional to work with us on a benefits package.		HLZ	9/3/91	9/30/91	
4.	Follow up on a proposal for funding from Arnow/Weiler family.		HLZ	4/26/91	10/15/91	
5.	With MLM, invite Heinz Eppler to serve on the CIJE board.		HLZ	6/6/91	TBD	
6.	Oversee the process for contacting foundations regarding a set-aside for Jewish education.		HLZ	9/3/91	ongoing	
7.	Follow up with MLM about his CIJE assignments.		HLZ	7/3/91	ongoing	

MINUTES: CIJE STEERING COMMITTEE TELECONFERENCE

DATE OF MEETING: September 25, 1991

DATE MINUTES ISSUED: September 27, 1991

PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,  
Stephen H. Hoffman, Ann G. Klein, Virginia F. Levi  
(Sec'y), Henry L. Zucker

COPY TO: Morton L. Mandel

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I. The minutes and assignments of September 16 were reviewed.

Assignment

- A. Sam Fisher, the new international director of BBYO, will be invited to serve as a senior policy advisor representing national youth directors.
- B. HLZ has spoken with Bob Hiller, who remains interested in the concept of a portable benefits package. John Colman has been invited to chair an advisory committee on this subject and will meet with MLM and HLZ in early October to launch this project.
- C. When SF makes his camper call to Lipset, he will inquire about progress on analysis of the CJF data.

Assignment

II. Lead Communities

- A. SHH reported having met with Jack Ukeles to review the job description drafted by SE and AH and to discuss JU's assignment. They agreed that JU will work on the development of Lead Communities and on the notion of funding Lead Community work by individual components. JU is to submit a proposal by 9/27, including his understanding of the assignment, an estimate of the time it will take to accomplish, and a proposed fee. It is anticipated that he will have a timeline and general approach completed by mid-November and that the project will be completed by the end of December. His approach will be to describe the various components of the Lead Community project as if for a handbook on Lead Communities. It was noted that this project will put us about 90 days behind the previously projected timetable.

It was suggested that SE, SF, AH and SHH should stay in close touch with JU through regular teleconferences in order to share work being done on content areas, to respond to JU's basic questions, and generally to provide guidance and keep this process in focus.



Assignment

- B. An annual report should be prepared for presentation at the January 16 meeting. SF will prepare an outline of topics to be covered and submit it to SHH, who will take the lead in writing.
- C. The guest list for the January 16 meeting should include:
1. commissioners
  2. CIJE board members
  3. senior policy advisors
  4. all invitees to the final Commission meeting
  5. foundation trustees and directors
  6. people from general Jewish education
  7. people from the groups represented by senior policy advisors

The issue of whether luncheon will be served to the entire group or to the CIJE board remains open.

The program for the annual meeting should include the following:

1. the set-aside announcement
2. annual progress report
3. possibly a sensitive treatment of the CJF study as it relates to our work
4. we hope to be ready to introduce a new executive

X. Plans for the GA

Assignment

Arrangements with Lee Shulman for the November 21 presentation have been made. SE will see that background materials on the research project are sent to Dr. Shulman in advance. It was suggested that arrangements be made for Shulman to meet with MLM and lay people or that we arrange a meeting of council members or commissioners who will be present. This will be considered further.

XI. Update on Planner Search

SE was scheduled to meet with the current candidate on 9/25. VFL will fax her resume to SF and AH.

XII. Scheduled Meetings with CRB Foundation

AH is scheduled to meet with the CRB Foundation in Montreal at the beginning of October. She will be talking with them about establishing an Israel experience component in Lead Communities. This will include work with Barry Holtz on best practices and with Adam Gamoran on monitoring and evaluation. It was suggested that a joint planning committee be established, to include CIJE representatives. CRB staff would chair this and would take total responsibility for Israel experience work in the Lead Communities.

It was also suggested that a CRB representative--probably Barry Chazen--be appointed to the senior policy advisors of CIJE. No action will be taken on this until after AH's meeting in Montreal.

If questions are raised regarding the cost, AH will suggest that the planning phase can be accomplished either with the use of CRB staff or with consultants whom they would pay. The cost of implementation is dependent on CRB objectives in each Lead Community.

XIII. Future Meetings

Future meetings of this group were scheduled as follows:

Thursday, October 10 - 10:30 a.m. (SE will participate from New York)  
Monday, October 21 - 8:00 a.m.





- ☐ **ASSIGNMENTS**  
☐ **ACTIVE PROJECTS**  
☐ **RAW MATERIAL**  
☐ **FUNCTIONAL SCHEDULE**

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR VFL

DATE 9/27/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Work with AH to draft a camper interview schedule.		SE	9/16/91	10/2/91	
2.	Prepare a two-page summary of Isa Aron's proposal to send to David Hirschhorn when appropriate.		SE	9/25/91	10/2/91	
3.	Follow up with Adam Gamoran on project budget.		SE	9/16/91	10/7/91	
4.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Gerald Cohen b. Arthur Green c. S. Martin Lipset d. Matthew Maryles TP e. Florence Melton TP f. Melvin Merians TP		SE	8/29/91	10/15/91	
5.	Prepare a Lead Communities timeline and contact JW and AR for the role of JESNA and JCCA in the implementation process. Stay in touch with Ukeles regarding this.		SE	8/28/91	10/15/91	
6.	Prepare status reports on training, research, and best practices.		SE	9/3/91	10/15/91	
7.	With AH, clarify what we need from a planner in the area of training and consider contacting Roy Feldman of Boston as a possible consultant.		SE	9/3/91	10/15/91	
8.	Call Sara Lee, Bob Hirt and Art Rotman about support for in-service training in Lead Communities.		SE	9/25/91	10/15/91	
9.	Draft a plan for the role of HUC, JTS, YU, and JCCA in supporting both lead communities and best practices.		SE	9/16/91	10/31/91	
10.	Send background materials on research project to Lee Shulman in advance of November 21 GA presentation.		SE	9/25/91	10/31/91	
11.	Work with Barry Holtz on developing a best practices panel.		SE	1/23/91	ongoing	

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VFL

DATE 9/27/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
12.	Develop outline for how to proceed with educational component of lead communities.		SE	4/11/91	ongoing	
13.	Work with SF and AH to develop concrete means of establishing lead communities.		SE	4/11/91	ongoing	
14.	Develop and maintain list of experts on which CIJE can draw.		SE	4/11/91	ongoing	
15.	Develop master plan for training in consultation with Ukeles and others.		SE	6/19/91	ongoing	



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SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR VFL

DATE 9/27/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare an outline of topics to be covered in annual report for 1/16 meeting for use by SHH.		SF	9/25/91	10/10/91	
2.	Send draft of minutes of the Jerusalem meetings to SHH and SE.		SF	7/26/91	10/15/91	
3.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Alfred Gottschalk TP b. David Hirschhorn TP c. Isadore Twersky TP		SF	8/29/91	10/15/91	
4.	Ask Lipset about progress on analysis of CJF data.		SF	9/25/91	10/15/91	
5.	Suggest an advisory committee to work with best practices team.		SF	8/28/91	10/15/91	
6.	Explore with Florence Melton the possibility of funding a mini-school in each Lead Community and general support for CIJE.		SF	8/28/91	10/31/91	
7.	Send SHH a list of suggested members of a training oversight committee.		SF	3/20/91	ongoing	
8.	Invite Rabbi Twersky to prepare an op ed piece.		SF	10/30/90	TBD	

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SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR

VFL

DATE 9/27/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:</p> <p>a. Charles Bronfman TP b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch TP</p>		AH	8/29/91	10/15/91	
2.	<p>With SE, clarify what we need from a planner in the area of training, review with JESNA and JCCA, and consider contacting Roy Feldman of Boston as a possible consultant.</p>		AH	9/3/91	10/15/91	





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SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR VFL

DATE 9/27/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
	<u>IMMEDIATE ACTION</u>					
1.	Review Isa Aron's proposal and determine what steps are necessary to attain approval.		SHH	9/25/91	10/4/91	
2.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:  a. Charles Goodman - with MLM TP b. Tim Hausdorff TP c. Mark Lainer d. Norman Lipoff		SHH	8/29/91	10/15/91	
3.	Follow up with Henry Koschitzky about CIJE funding and about board membership.		SHH	6/17/91	10/15/91	
4.	Work with Jon Woocher on plans for GA.		SHH	9/17/91	10/15/91	
5.	With JW, work with Susan Crown on possible Crown support for best practices project.		SHH	8/28/91	10/15/91	
6.	Recruit a chief professional officer.		SHH	8/7/90	12/1/91	
	<u>AS TIME PERMITS</u>					
7.	Talk to Jon Woocher about consultants to work on benefits package.		SHH	3/20/91	ongoing	
8.	With JW, schedule a meeting with Crown to discuss support for best practices project.		SHH	9/25/91	TBD	
9.	Talk with Eli Evans about CIJE funding.		SHH	6/6/91	TBD	
10.	Talk with new Koret Foundation director about CIJE funding.		SHH	6/6/91	TBD	
11.	Invite Rachel Cowan and Eli Evans to serve on the CIJE board.		SHH	6/6/91	TBD	
12.	Meet with Abramson, Gurvis, Rotman, Shrage, Syme and Woocher to determine how to proceed on community organization side of lead communities.		SHH	4/11/91	TBD	

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SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR VFL DATE 9/27/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
13.	With SE, invite Richard Scheuer to serve on the CIJE board.		SHH	6/6/91	TBD	
14.	Follow up with Cummings Foundation.		SHH	8/7/90	TBD	
15.	Consider Heinz Eppler for possible involvement on CIJE or MIG board.		SHH	1/23/91	TBD	
16.	Consider inviting Bud Goldman to serve on the CIJE Board.		SHH	3/8/91	TBD	
17.	Explore informally with Jerry Strober the possibility of paying him a modest stipend for his work for the CIJE.		SHH	12/14/90	TBD	
18.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	TBD	
19.	Work with staff at CJF to set up an office.		SHH	11/28/90	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR VFL

DATE 9/27/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft letter inviting Sam Fisher to serve as a senior policy advisor.		VFL	9/25/91	10/7/91	
2.	Work with SF to get Martin Lipset to submit an update report on progress with the CJF data.		VFL	7/26/91	10/15/91	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR VFL

DATE 9/27/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:  a. Max Fisher TP b. Charles Goodman - with SHH TP c. Ludwig Jesselson TP		MLM	8/29/91	10/15/91	
2.	Talk with Max Fisher about increasing his commitment of support for CIJE.		MLM	5/8/91	10/8/91	
3.	Talk with Mark Lainer about support for CIJE from his family.		MLM	2/27/91	10/8/91	
4.	Talk with Bill Berman about his participation in funding for CIJE and invite him to serve on the CIJE board.		MLM	5/8/91	10/8/91	
5.	Talk with David Hirschhorn about support for research project and about meeting with SE to discuss.		MLM	8/28/91	10/15/91	
6.	Call Lester Crown to request support for the CIJE.		MLM	1/23/91	TBD	
7.	Consider means of upgrading financial capability of foundation staff.		MLM	1/23/91	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR VFL

DATE 9/27/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:</p> <p>a. Irwin Field b. Neil Greenbaum TP c. Lester Pollack d. Bennett Yanowitz</p>		AR	8/29/91	10/15/91	



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SUBJECT/OBJECTIVE	WOOCHEER ASSIGNMENTS
ORIGINATOR	VFL
DATE	9/27/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SHH, work with Susan Crown on possible Crown support for best practices project.		JW	9/28/91	10/15/91	







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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR VFL

DATE 9/27/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:  a. John Colman b. Maurice Corson TP		HLZ	8/29/91	10/15/91	
2.	Talk with Avraham HaCohen about who is the appropriate person to invite on CIJE board.		HLZ	7/9/91	10/15/91	
3.	Talk with Rotman, E. Robinson, Schiff and Silberman about a professional to work with us on a benefits package.		HLZ	9/3/91	10/15/91	
4.	Follow up on a proposal for funding from Arnow/Weiler family.		HLZ	4/26/91	10/15/91	
5.	With MLM, invite Heinz Eppler to serve on the CIJE board.		HLZ	6/6/91	TBD	
6.	Oversee the process for contacting foundations regarding a set-aside for Jewish education.		HLZ	9/3/91	ongoing	
7.	Follow up with MLM about his CIJE assignments.		HLZ	7/3/91	ongoing	